

## **JOINT MUSEUMS COMMITTEE**

### **AGENDA**

<b>Date:</b>	<b>Thursday, 7th March, 2024</b>
<b>Time:</b>	<b>10.00 am</b>
<b>Venue:</b>	<b>City Art Gallery and Museum</b>

## **JOINT MUSEUMS COMMITTEE**

### **Information for Members of the Public**

Part I of the Agenda includes items for discussion in public. You have the right to inspect copies of Minutes and reports on this part of the Agenda as well as background documents used in the preparation of these reports. Details of the background papers appear at the foot of each report. Part II of the Agenda (if applicable) deals with items of 'Exempt Information' for which it is anticipated that the public may be excluded from the meeting and neither reports nor background papers are open to public inspection.

Please note that this is a public meeting and members of the public and press are permitted to report on the proceedings. "Reporting" includes filming, photographing, making an audio recording and providing commentary on proceedings. Any communicative method can be used to report on the proceedings, including the internet, to publish, post or share the proceedings. Accordingly, the attendance of members of the public at this meeting may be recorded and broadcast. By choosing to attend this public meeting you are deemed to have given your consent to being filmed or recorded and for any footage to be broadcast or published.

At the start of the meeting under the item 'Public Participation' up to fifteen minutes in total is allowed for members of the public to present a petition, ask a question or comment on any matter on the Agenda. Participants need to indicate that they wish to speak by 4.30 p.m. on the last working day before the meeting by writing, telephoning or E-Mailing the officer mentioned below.

If you have any queries about this Agenda or require any details of background papers, further documents or information please refer to the Officer Contact shown. Enquiries of a general nature can be addressed to Margaret Johnson, Democratic Services Administrator, Democratic and Civic Services, Guildhall, Worcester WR1 2EY Telephone: 01905 722085. E-Mail Address: [committeeadministration@worcester.gov.uk](mailto:committeeadministration@worcester.gov.uk).

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**Joint Museums Committee**  
**Thursday, 7 March 2024**

**Members of the Committee:-**

Chairman: Councillor Adrian Gregson (L)  
Vice-Chairman: Councillor Marcus Hart (C)

Councillor Patricia Agar (LCo)

Councillor Karen May (C)

C = Conservative      G = Green      L = Labour      LCo = Labour and Co-operative  
LD = Liberal Democrat

**AGENDA**

**Part 1**  
**(ITEMS FOR DISCUSSION AND DECISION IN PUBLIC)**

1. **Appointment of Substitutes**

To receive details of any Members appointed to attend the meeting instead of a Member of the Committee.

2. **Declarations of Interest**

To receive any declarations of interest.

3. **Public Participation**

Up to a total of fifteen minutes can be allowed, each speaker being allocated a maximum of five minutes, for members of the public to present a petition, ask a question or comment on any item on the Agenda or within the remit of the Committee.

4. **Minutes**

Page(s): 1 - 6

Of the meeting held on 26<sup>th</sup> October 2023 to be approved and signed.

5. **Quarters 2 and 3 Performance Report 2023-24**

Page(s): 7 - 18

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager  
Tel: 01905 25371

That the Joint Committee

1. note the performance information relating to the 2nd and 3rd quarters 2023-24; and
2. approve the proposed future management of income from The Commandery's Escape Room.

6. **End of Quarter 3 Finance Report 2023-24**

Page(s): 19 - 22

Ward(s): All Wards

Contact Officer: Mark Baldwin, Head of Finance  
Tel: 01905 722007

That the Joint Committee reviews the financial monitoring details including budget variances for the period ending 31 December 2023.

7. **Museums Worcestershire Service Plan 2024-25**

Page(s): 23 - 30

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager  
Tel: 01905 25371

That the Joint Committee approve the service work plan for 2024-25.

8. **City Art Gallery and Museum Development**

Page(s): 31 - 34

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager  
Tel: 01905 25371

That the Joint Committee

1. note the progress on planned developments at Worcester City Art Gallery and Museum, including with the Worcestershire Soldier display; and
2. approve the use of the museum general reserves already designated for Worcester City Art Gallery and Museum development to add capacity to the museum team to support the development plans.

9. **Joint Museums Committee Work Programme**

Page(s): 35 - 36

Ward(s): All Wards

Contact Officer: Philippa Tinsley, Museums Manager  
Tel: 01905 25371

That the Joint Committee note its future work programme and consider whether there are any additional matters it would wish to be incorporated.

10. **Any Other Business**

Which in the opinion of the Chair is of sufficient urgency as to warrant consideration.

**JOINT MUSEUMS COMMITTEE****26th October 2023**

- Present:** Councillor Gregson in the Chair  
Councillors Agar, Gregson and Hart (Vice Chair)
- Officers:** Philippa Tinsley, Museums Manager  
Helen Large, Museums Audiences Manager  
Mark Baldwin, Head of Finance  
Trina Cassidy, Assistant Accountant  
David Nash, Curator – Social History
- Apologies:** Councillor May

**16 Appointment of Substitutes**

None.

**17 Declarations of Interest**

None.

**18 Public Participation**

None.

**19 Minutes**

**RESOLVED: That the minutes of the meeting held on 15<sup>th</sup> June 2023 be approved as a correct record and signed by the Chair.**

**20 Quarter 1 Performance Report 2023-24**

The Joint Committee received a report on progress in delivering the work programme against targets in the period April-June 2023, in comparison to previous years. Additional recent narrative feedback from visitors to The Commandery was provided for Committee Members to support the understanding of the quality of the service's performance.

The Museums Manager presented the report and highlighted the key points as set out in Appendix 1.

The service's annual work plan is all on track. Information regarding the actions in quarter 1 were highlighted at paragraph 3.5 of the report. The options for the County Museum, considered at the last Joint Museums Committee, was on the County Council Cabinet agenda today and the Vice Chair confirmed that this had been well received.

The Museums Manager responded to a question from the Chair related to the website users sessions figures and clarified how and why they had changed the way these were calculated using Google Analytics.

**RESOLVED: That the Joint Committee note the performance information for the 1<sup>st</sup> quarter 2023-24.**

## **21 Heritage Marketing Report**

The Joint Committee received the Heritage Marketing report which provided details of progress made in delivering museums and heritage marketing projects.

The Museums Audiences Manager presented the report in conjunction with a slide presentation which focused on a three year audience research project; investment of City Plan funds and core service successes. She highlighted the key points in each area.

The Chair welcomed the positive news and asked for the presentation slides to be circulated to Joint Museums Committee Members.

**RESOLVED: That the Joint Committee note the progress made in delivering museums and heritage marketing projects.**

## **22 Tickenhill Collection Trust Annual Report**

The Joint Committee considered the annual report of the Tickenhill Trust, which was appended as Appendix 1, and provided Joint Committee Members with an oversight of the Trust's activities in 2022-23, which are in line with its charitable purpose.

Both income and expenditure for the Trust in 2022-23 were nil, with work undertaken by volunteers and supported by staff funded by Worcestershire County Council.

The Museums Manager, in presenting the report, informed Joint Committee Members that the Tickenhill Collection continues to be managed and cared for as part of the wider Worcestershire County Museum collection. As previously noted the upcoming lease-end dates at the County Museum and the Collections Store will impact on the Tickenhill Collection and the Council's trustee responsibility has been considered within that decision planning. There is an opportunity for the Tickenhill Collection to take a lead at the Collections Store, and this will be integrated into the negotiation of a new store lease.

The Curator – Social History presented the annual report and highlighted the main points of the 2022-23 achievements.

**RESOLVED: That the Joint Committee approve the annual report for the Tickenhill Collection 2022-23, for submission to the Charity Commission.**

## **23 Quarter 1 Finance Report 2023-24**

The Joint Committee received a report on the financial monitoring details including budget variances for the 1st quarter ended 30th June 2023.

The report provided information on the year end position at Quarter 1, an explanation of main variances, draft budget proposals for 2024-25 and reserves.

The Head of Finance, Worcester City Council, presented the report and highlighted the main points. It was noted that the year-end position at Q1 is £30,683 surplus.

The Joint Committee's attention was drawn to draft budget proposals for 2024-25 which were outlined in the report, the Head of Finance stated that an additional recommendation needed to be added to agree the draft budget.

The 2024-25 draft budget for the City Council was being prepared for review by the Policy and Resources Committee on 19<sup>th</sup> December 2023, final approval by full Council in February 2024. The County Council budgets will receive final approval by the Council in February.

It was proposed and seconded that the draft budget proposals for 2024-25 be agreed and added to the recommendation. This was agreed by the Joint Committee Members.

**RESOLVED: That the Joint Committee**

- 1. note the financial monitoring details, including budget variances for the 1<sup>st</sup> quarter ended 30<sup>th</sup> June 2023; and**
- 2. approve the draft budget proposals for 2024-25 as set out in the report.**

**24 Museums Fees and Charges 2024-25**

The Joint Committee considered a proposed package of changes to the Museums' fees and charges and their inclusion in the wider Worcester City Council and Worcestershire County Council fee setting process.

The Museums Manager presented the report and explained that the charges proposed this year were predominately an inflation increase. In previous years an average between the retail price index and the consumer prices index at the time of report writing has been used as the inflationary figure. This year that inflation average would be 7.7%. This year a proposal is for 6% average across the board rounded up to a simple figure.

Some new charges had been added, which were outlined in blue in the appendix attached to the report. The proposed charges will be recommended for adoption as part of the wider City Council fee setting process.

It was explained that, while fees and charges are considered by the two authorities on a financial year basis, the majority of publicity for museums is produced annually for a calendar year. It was therefore proposed that 2024 publicity should include any increased prices, rather than delaying changes.

**RESOLVED: That the Joint Committee**

1. **approves the proposed package of changes to the Museums' fees and charges and recommends their inclusion in the wider City Council and Worcestershire County Council fee setting process; and**
2. **approves the temporary alteration from 1<sup>st</sup> January 2024 of any fees to be included in the annual calendar-year publicity.**

## **25 Joint Museums Committee Work Programme**

The Joint Committee considered its future work programme.

The Museums Manager in presenting the report highlighted the main items for consideration at future meetings.

The Committee's attention was drawn to the proposed workshop to be held immediately before the meeting on 7<sup>th</sup> March 2024 to direct the drafting of the Museums Worcestershire 2025-2030 Strategic Plan. After some discussion it was agreed that the workshop would be held immediately after the meeting rather than before.

The Museums Manager in referring to paragraph 3.3 of the report, highlighted that the museums could choose to apply for a part of the service to become part of the Arts Council National Portfolio. This needs careful consideration which will be the subject of a report at the October 2024 meeting, date yet to be agreed.

There were no additional items added to the work programme by Joint Committee Members.

**RESOLVED: That the Joint Committee note the future work programme and in particular the workshop to be held immediately after the meeting on 7<sup>th</sup> March 2024.**

## **26 Worcester City Museums Review**

The Joint Committee considered a report on the review of Worcester City Museums.

The Museums Manager presented the report and informed Joint Committee Members that the current opening hours of the two city museums have remained the same for more than 15 years. Opening hours were last formally reviewed in 2018, at which point evidence of need for change was recognised, but not at sufficient enough levels to make a change. The current opening hours were highlighted at paragraph 2.3 of the report.

In 2022-23 the city museums reviewed the pattern of museum visiting, city centre footfall and local business hours to monitor if current museum opening hours are still aligned to visitor need. The findings of the review were highlighted in paragraph 3.1 of the report. The conclusions from the review were outlined in paragraph 3.2.



The preferred option was to propose a review of opening hours to better reflect current visits demand and the opportunity for growth in tourism, particularly at weekends. The proposal is to have the same hours at both museums, as shown in paragraph 4.1 of the report.

To enable the museums to operate at these revised hours would mean a change to the front-line teams at both the Commandery and the Art Gallery and Museum. The proposed staff changes were included in the confidential appendix, as it included information relating to individuals, and was considered in the exempt part of the meeting.

The implementation of this proposal would make the £5,000 savings as set out in the finance report presented at the meeting.

The Museums Manager responded to questions from Joint Committee Members, particularly around a suggestion to open until 4.00pm on a Sunday. The Museums Manager stated that this was considered but there was no evidence, plus do not have the budget, but would keep under review.

The Joint Committee Members welcomed the proposal considering it a very sensible option.

**RESOLVED: That the Joint Committee**

- 1. note the review of visitor patterns relating to the two Worcester City Council museums and the proposal of revised public opening hours for both museums;**
- 2. approve the proposed changes to the staffing at both museums; and**
- 3. authorise the Museums Manager to implement the proposed staffing changes, following Worcester City Council procedures in consultation with the Chair and Vice Chair of the Joint committee.**

**27 Any Other Business**

None.

**28 Item Involving the Disclosure of Exempt Information**

**RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of information as defined in Schedule 12A of the said Act.**

**29 Worcester City Museums Review**

The Joint Committee noted and agreed the proposed staffing changes, in the exempt appendix, to accommodate the revised opening hours as set out in the main report. The implementation of the staff changes would be subject to approval of the proposed change in opening hours by Worcester City Council's Place and Economic Development Committee.

**Duration of the meeting:** 3.00p.m. to 4.00p.m.

Chair at the meeting on  
7th March 2024



**Report to: Joint Museums Committee, 7<sup>th</sup> March 2024**

**Report of: Museums Manager**

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**Subject: 2023-24 QUARTERS 2 AND 3 PERFORMANCE**

**1. Recommendation**

**That the Joint Committee**

- 1.1 note the performance information relating to the 2<sup>nd</sup> and 3<sup>rd</sup> quarters 2023-24; and**
- 1.2 approve the proposed future management of income from The Commandery's Escape Room.**

**2. Information**

- 2.1 The appended summary of performance indicators and service plan task completion, together with the information below, gives an account of progress in delivering the work programme against plans and against targets in comparison to the previous five years.
- 2.2 The service continues to show sustained post-Covid recovery across all activity. National Museums, for comparison, have seen an average 27% increase in footfall in 2023 from 2022, but their footfall is still 19% lower on average than in 2019. Some national museums are performing more strongly, including the newly developed National Portrait Gallery and the relaunch of the V&As childhood museum, showing that visitors prioritise seeing redevelopments and new displays.
- 2.3 The County Museum at Hartlebury Castle has performed particularly well, with visitor numbers now averaging 20% above 2019 levels. It is promising to take this site popularity into the planning for the next stage of development for the museum.
- 2.4 The Commandery was awarded Visit England's Gold Visitor Attraction Accolade for the first time in October. This is independently assessed against other visitor attractions via a mystery shopper visit and desk research.
- 2.5 Worcester City Art Gallery's summer exhibition *I Grew Up 80s*, which started on July 8<sup>th</sup>, gave the venue its highest footfall in July since performance records began. The summer programme now has a reputation for an enjoyable multi-generational experience, which is particularly appealing to local residents.
- 2.6 The Art Gallery's exhibition *Paint the Streets*, running alongside Worcester's Paint Festival, attracted above-average footfall to an autumn show and has only been beaten by Canaletto in that slot. The gallery audience shifted significantly from its traditional audience to be younger and more diverse.

However, secondary spend on retail also shifted to around 15p per head lower than previous autumn exhibitions (although it rallied for Christmas). This is in line with the findings of the Office for National Statistics 'Family spending in the UK' data released in May, which shows that, of those aged 65 to 74, more spend above average on recreation and culture than younger age groups.

A summary of visitor data, including comments, from the *Paint the Streets* exhibition at the Art Gallery & Museum is appended. It is clear that exhibition income and expenditure need to be planned to more closely reflect the aims set out and anticipated audience for each exhibition.

- 2.7 The now many streams of income generation across the service were largely successful, particularly over the summer months. Income targets increased significantly this year and it is very positive that the museum offer continues to satisfy our audience and will meet these increased targets.
- 2.8 The Commandery's Escape Room is part of this successful increase in earned income. The Escape Room has been open for just over a year and has seen 149 bookings, with many bookings coming from across Worcestershire, but also groups visiting from Oxford, Blackpool, Leeds and even Portugal and the USA. It brings a new audience to engage with the historic Commandery site. We have been able to tweak the offer, based on visitor feedback and booking patterns, so that it works in the most efficient and enjoyable way possible.

### **3. Preferred Option**

- 3.1 Any escape room offer relies on periodic development to maintain its success. It is proposed that the service plans for regular investment to redevelop the offer.
- 3.2 It is proposed that, when an end-of-year surplus is made, the surplus generated by the Escape Room above its income target is designated within the museum general reserve, and that this be held to reinvest in the offer every few years.
- 3.3 The performance of the Escape Room will continue to be closely monitored so that the right time to redevelop it can be identified and reported. The designation for the Escape Room in the museum general reserves would be reported as part of ongoing finance reports to this committee.

### **4. Alternative Options Considered**

- 4.1 The Escape Room could instead be considered part of the core business and an expenditure budget set for it annually. This would require funding to be removed from other parts of the service and would still present a development challenge as efficient investment needs to be every few years rather than annually.
- 4.2 When the current game in the Escape Room is no longer able to attract new players, the attraction could be retired. This would lose an income stream from the service.

### **5. Implications**

- 5.1 Financial and Budgetary Implications  
The proposal is to consider the Escape Room's income above target a little differently from core museum service budgets. The joint museums' reserves arrangement can enable this.

5.2 Legal and Governance Implications

It is not believed there are any legal or governance implications to the proposal. The reserves will continue to be overseen by this committee in line with the joint agreement.

5.3 Risk Implications

Commercial income streams within a local authority service are by their nature at risk of change in audience demand. By enabling periodic investment into the Escape Room, this risk can be lowered.

5.4 Corporate/Policy Implications

It is not believed that there are any corporate or policy implications to the proposal, as it works within the current joint museums agreement regarding reserves.

5.5 Equality Implications

It is not believed that there are any equality implications to the proposal, although any redevelopment will take local community demand and need into account.

5.6 Human Resources Implications

It is not believed that there are any human resources implications to the proposal.

5.7 Health and Safety Implications

It is not believed that there are any health and safety implications to the proposal.

5.8 Social, Environmental and Economic Implications

The Commandery's Escape Room adds to the economic impact and social benefits of Worcester, attracting visitors and local residents.

**Ward(s):**

**All wards**

**Contact Officer:**

**Philippa Tinsley, Tel: 01905 25371, email:**  
[philippa.tinsley@worcester.gov.uk](mailto:philippa.tinsley@worcester.gov.uk)

**Background Papers:**

**Appendix 1: MW PIs summary Q2Q3 2023-24**  
**Appendix 2: MW Service Plan Q3 2023-24**

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## Museums Worcestershire Performance Indicators 2023-24 Quarter 2

	<i>measures</i>	23-24 Q2	22-23 Q2	2021-22 Q2	2020-21 Q2	2019-20 Q2
<b>Number of visitors, Worcester City Art Gallery &amp; Museum</b>	Participation	23,882	19,418	20,336	6,847	27,016

	<i>measures</i>	23-24 Q2	22-23 Q2	2021-22 Q2	2020-21 Q2	2019-20 Q2
<b>Number of visitors, Commandery</b>	Participation	5,675	3,913	5,033	1,640	5,296

	<i>measures</i>	23-24 Q2	22-23 Q2	2021-22 Q2	2020-21 Q2	2019-20 Q2
<b>Number of visitors, County Museum at Hartlebury Castle</b>	Participation	7,471	7,982	6,485	3,071	6,872

	<i>measures</i>	23-24 Q2	22-23 Q2	2021-22 Q2	2020-21 Q2	2019-20 Q2
<b>Website users sessions</b>	Reach	66,042	53,412	45,738	29,975	37,668
<b>Social media followers</b>	Reach	23,842	21,845	20,008	<i>New PI from 2021</i>	
<b>Income performance for all sites against target (%)</b>	Viability	122% Income £61,443	92% Income £47,921	108% Income £54,671	29.7% Income £15,311	90.3% Income £47,084
<b>Number of children and young people visiting as part of a formal education programme</b>	Engagement	1,432	775	1,545	300	569
<b>Number of learners engaged in informal education programmes, adults and children</b>	Engagement	2,673	2,770	2,929	420	2,258
<b>Average improvement in wellbeing experienced by museum visitors and participants</b>	Impact	28%	21%	17%	<i>New PI from 2021</i>	

## 2023-24 Quarter 3

	<i>measures</i>	23-24 Q3	2022-23 Q3	2021-22 Q3	2020-21 Q3	2019-20 Q3
<b>Number of visitors, Worcester City Art Gallery &amp; Museum</b>	Participation	13,530	16,439	9,456	5,909	13,176

	<i>measures</i>	23-24 Q3	2022-23 Q3	2021-22 Q3	2020-21 Q3	2019-20 Q3
<b>Number of visitors, Commandery</b>	Participation	2,882	3,210	2,384	1,283	2,736

	<i>measures</i>	23-24 Q3	2022-23 Q3	2021-22 Q3	2020-21 Q3	2019-20 Q3
<b>Number of visitors, County Museum at Hartlebury Castle</b>	Participation	5,672	4,660	4,999	1,493	3,973

	<i>measures</i>	23-24 Q3	2022-23 Q3	2021-22 Q3	2020-21 Q3	2019-20 Q3
<b>Website users sessions</b>	Reach	41,962	45,300	35,286	17,341	26,783
<b>Social media followers</b>	Reach	24,186	22,003	20,434	<i>New PI from 2021</i>	
<b>Income performance for all sites against target (%)</b>	Viability	96% Income £42,450	98% Income £42,467	85.4% Income £37,784	41.7%	71.9% Income £30,249
<b>Number of children and young people visiting as part of a formal education programme</b>	Engagement	2,855	2,083	2,628	735	2,214
<b>Number of learners engaged in informal education programmes, adults and children</b>	Engagement	1,418	1,377	1,253	1042	1140
<b>Average improvement in wellbeing experienced by museum visitors and participants</b>	Impact	20%	24%	13%	<i>New PI from 2021</i>	



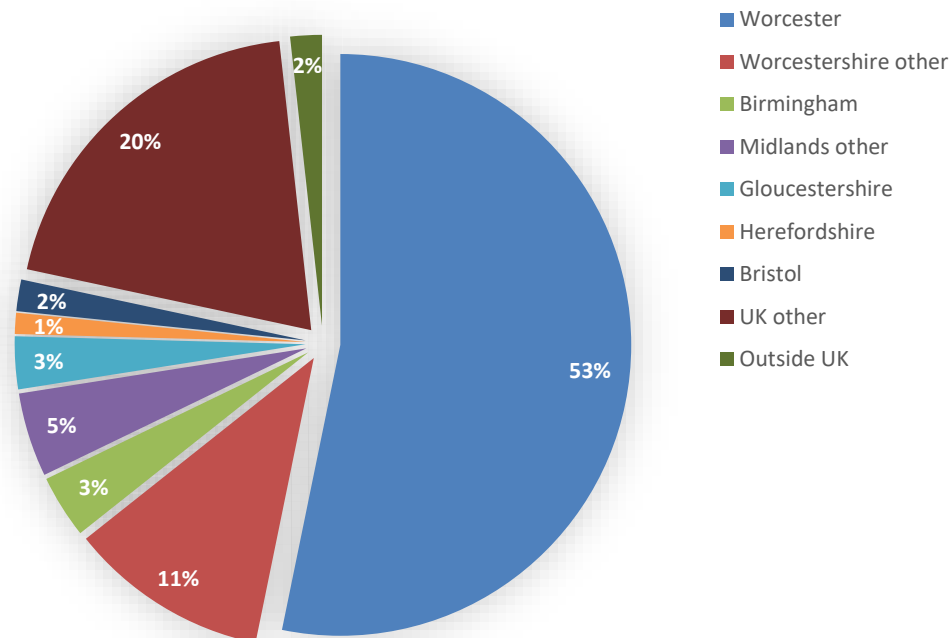
## WORCESTER CITY ART GALLERY PAINT THE STREETS EXHIBITION AUDIENCE

10% of Paint the Streets visitors were 24 and under, compared to 2% of visitors to the Art Gallery 2021-23

80% were White British ethnic group, compared to 97% of visitors to the Art Gallery 2021-23

*\*note much smaller sample size for Paint the Streets survey*

Paint the Streets visitors came from:



## COMMENTS FROM VISITORS DURING PAINT THE STREETS EXHIBITION

31.09.23	Great place to spend a few hours.	Google
06.10.23	Very fantastic. It's amazing how much historical preservation is in the Worcester Museum. I am most delighted to live and work in this great place, Worcester. I am going to leave the museum much happier than I walked in. Kudos to the blessed people of Worcester.	Cards
14.10.23	Splendid because of first class customer service and professionalism from Mary who went far and beyond her work's duties. Thank you very much.	Cards
15.10.23	Very interesting it is too, never knew the history behind street art until now. The exhibition also has the added benefit of making the artwork accessible, some like the one by the canal under Blackpole Road bridge is out of reach to us wheelchair users.	Facebook
21.10.23	The kids loved it, really enjoyed looking at everything.	Cards
21.10.23	We loved it.	Cards
21.10.23	Amazing! Went to see the street art exhibition. Free to enter and beautifully clean café.	Google
21.10.23	Good contemporary graffiti exhibition.	Google

21.10.23	Nice old building, with wheelchair access.	Google
21.10.23	I recommend visiting this museum. We liked it.	Google
21.10.23	We visited as part of Worcester Paint Festival. Really interesting to see the festival but also so much information. Loved it.	Google
23.10.23	Visited for the Paint the Streets exhibition which was well worth the visit. Staff super friendly and helpful.	Google
27.10.23	Positives: admission is free, with voluntary donation. They are managing to cram a lot into a small space - very varied displays. A lot of space given to the Worcestershire Regiment. Negatives: Maybe they shouldn't bother with the stuffed birds. They are sad and dusty - well past their prime. Opening hours could be better - we had to be out at 4.30 pm and closed on Sundays! Why not close on Mondays instead? Sundays for many families is the one day they could attend together. Certainly, money is tight but...overall, could be better.	Google
27.10.23	I love this exhibition so much! (Paint the Streets)	Instagram
27.10.23	Great show. (Paint the Streets)	Instagram
22.11.23	Great! It's a fine building to be in. Good to have traditional display cabinets, well set out with interesting contents!	Cards
22.11.23	Some interesting military displays but not impressed by the graffiti exhibition.	Google
24.11.23	I realise money is tight and the staff are all v. friendly but the museum part is very disappointing. It would be great to use more space from the vacated library to provide a more informative history of Worcester/Worcestershire - what are its origins, what about medieval Worcester, etc - one more room only could make much more or the rather scattergun displays of present.	Cards
24.11.23	I have visited the gallery on a regular basis in recent years. My wife and I are from Bewdley and many of our friends are big fans of the gallery and often meet to discuss the exhibitions, which are amazingly well-planned with fascinating topics and very helpful written material to accompany the displays. The latest display was on an especially subject and one to which most of us can relate. I am a keen photographer and have taken photos of wall art in Birmingham and many other cities abroad, eg Bologna, Istanbul. Your displays were superb - the large items from Bridlington were quite staggering. No less interesting were the more modest examples from Banksy. Also the video showing how a piece of street art was painstakingly and systematically produced - not just a random hooligan spraying a wall as an act of vandalism - this was spellbinding in my view. I would rate the Worcester gallery as on a par with the Ikon in Birmingham for imaginative and stimulating presentation. Thanks to all the staff at the museum for all their hard work - and for the enthusiasm the staff in the gallery clearly have for the exhibitions. Looking forward to seeing what you do with Laura Knight.	TripAdvisor
06.12.23	Worcester is not a big city and its art gallery and museum are not large. But inside this attractive red brick very late Victorian building is something very special. Worcester's institution has managed to combine the very best of 'traditional' museums and galleries with the best of modern approaches. It has a name which tells you what to expect - it is a municipal art gallery and museum, containing objects which have been acquired on behalf of the people of Worcester for many years. There's no attempt to duplicate what is being done elsewhere - the city has a porcelain museum, and Elgar's birthplace is just down the road in Broadheath. There is plenty about Worcestershire Sauce, and an excellent exhibition of art. Don't expect to see the entire Permanent Collection of artworks. You'll see an interesting selection together with pieces temporarily on loan from elsewhere. The only section which looked a bit sad was the military collection, but I was told that it has a future in another building which will free up space to display more from the permanent collection. I must mention the Balcony Cafe. Kept simple and well done as a result. The gallery and museum on the first floor. Lift access is available round the corner in Taylor's Lane.	TripAdvisor
18.12.23	Really enjoyed my visit to the exhibition last Thursday (Paint the Streets)	Facebook
28.12.23	Small but perfect with excellent staff, interesting collections and a good café.	Google

<b>MUSEUMS WORCESTERSHIRE SERVICE PLAN</b>  <b>JULY-DECEMBER 2023</b>	<b>Actions</b>		
	What	Milestones	Summary

<b>STRATEGIC AIM 1</b>	<b>Develop the venues and collections for the future.</b> Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.		
Implement campaign of national marketing and publicity for The Commandery and Worcester’s heritage, in liaison with Worcester BID	August 2023	<p>Campaign was implemented in summer 2023. Campaign achieved 22% increase in summer visitors to The Commandery and uplift in season ticket sales.</p> <p>Attracted support and funding from Worcester BID and Visit Worcestershire. Partner support amplified the campaign, focusing on promoting Worcester’s heritage, including a double-page spread in the Metro newspaper and a Worcester heritage itinerary in group travel publications. Facebook advertisement reached 86,000 people.</p> <p>36% of visitors are travelling into Worcestershire specifically to visit the Commandery</p>	
Support Military Museum trusts on the redevelopment of the Worcestershire Soldier display, at The Commandery: <ul style="list-style-type: none"> <li>Mercian Museum Trust’s Heritage Lottery application</li> </ul>	June 2023	<p>Development Phase application for the Worcestershire Soldier submitted to National Lottery Heritage Fund by the Mercian Regiment (Worcestershire) Museum Trust in July 2023.</p> <p>Application submission supported by Museums Worcestershire team and townfunding.</p> <p>Grant decision at NLHF’s December meeting – successful application.</p>	
Work with the County’s Property team to present options following the ends of lease for both the Collections Centre Store and the County Museum to: <ul style="list-style-type: none"> <li>Joint Museums Committee</li> <li>County Council Cabinet</li> </ul>	June 2023 November 2023	<p>Options appraisal completed and reviewed by County Council Cabinet at their October meeting, decision to move to negotiation on renewing lease and to apply to funders to support redevelopment at the County Museum at Hartlebury Castle.</p> <p>Project team is formed and redevelopment planning, including funding applications, is now underway.</p>	

<b>MUSEUMS WORCESTERSHIRE SERVICE PLAN</b>  <b>JULY-DECEMBER 2023</b>	<b>Actions</b>		
	What	Milestones	Summary

<b>STRATEGIC AIM 2</b>	<b>Strengthen the core.</b> Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.		
Complete review of museum policies to guide future work <ul style="list-style-type: none"> <li>collecting policies</li> <li>audience development plan</li> </ul>	November 2023	Worcester City and Worcestershire County Museum collecting policies reviewed and approved by JMC at their June meeting. Audience Development Plan delayed to enable Member discussion during JMC strategic planning workshop in March 2024 Both are required in specific formats for museums accreditation. Arts Council England have reopened the scheme again in 2023, but have not yet invited the Museums Worcestershire museums to submit their renewal applications – it is anticipated this may be in 2025.	
Plan further access around under-utilised important collections <ul style="list-style-type: none"> <li>Be part of Mindsets and Missions science museums for the future cohort planning</li> <li>Submit designation application for City’s significant glove collection</li> <li>Acquire artwork for City Collection</li> </ul>	December 2023	Funding secured for Museums Worcestershire to be part of initial Mindsets and Mission cohort and undergo training. This has rejuvenated planning to increase access to the City’s historic natural history collections.  Arts Council England has not yet reopened the application process following the pandemic for designation of nationally significant collections. This will remain an action until that point.  Working with the Worcestershire Heritage, Art & Museums charity, and with the Dame Laura Knight Society, we have acquired an additional picture by Laura Knight for the City’s collection, and a Tracey Emin print. Two further potential gifts are under discussion.	
Redesign website to improve communication with all audiences about the service	December 2023	Site replanned and implementation of the changes underway. Reimagined venue home pages are now clearer for visitors with more visual content and information to help promote and plan a visit.	
Support County Council Property team to fully take on corporate landlord role for County Museum	October 2023	Detail of which responsibilities and specific budget lines are transferring/staying all to enable the best management is now agreed. Procedure for transfer of budgets agreed and new budget arrangements set to be in place for 1 April 2024.	

<b>MUSEUMS WORCESTERSHIRE SERVICE PLAN</b>  <b>JULY-DECEMBER 2023</b>	<b>Actions</b>		
	What	Milestones	Summary

<b>STRATEGIC AIM 4</b>	<b>Make a difference in our communities.</b> Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.		
Plan development of programming at County Museum, integrating additional streams of health & wellbeing programming and maximising access	November 2023	Research underway to assess options for future wellbeing offer and benchmarking locally, feeding into redevelopment planning in space and skills requirements.  Relationships developed with public health, PCN and social prescribing teams. Museums included within County Council's prevention strategy.  Make Time phase 2 to be trialled in 2024 to test museum spaces – the impact of this programme to be evaluated by public health team and internally.	
Increase volunteering and training opportunities across sites and offsite Investigate structures to enable capacity to manage volunteers	July 2023	26 new volunteers recruited to new roles at The Commandery. Staff supported in induction process and paperwork. New volunteer email inbox created to streamline requests.  Access to training for volunteers has been discussed and planned with the city's H&S advisor and training support. Final versions awaited from colleagues – this will align with volunteers in other city services.	
Work with Worcestershire Heritage, Art & Museums and other grant funders to develop schemes that remove barriers to accessing museums for local people	December 2023	Travel bursary pilot for schools in areas of high deprivation to support their visiting the County Museum agreed in principle by Worcestershire Heritage, Art & Museums charity. This will support schools to bring their students to our museums where barriers are the high the cost of transport.  Worcestershire Heritage, Art & Museums are also underwriting a pay-it-forward ticket scheme to enable young people to visit the Laura Knight exhibition at Worcester City Art Gallery for free.	

<b>MUSEUMS WORCESTERSHIRE SERVICE PLAN</b>  <b>JULY-DECEMBER 2023</b>	<b>Actions</b>		
	What	Milestones	Summary

<b>STRATEGIC AIM 5</b>	<b>Grow and diversify our funding and resilience.</b> Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.		
Maximise room hire opportunities by resolving barriers to success <ul style="list-style-type: none"> <li>• Review insurance position of room hire</li> <li>• Review and renew Commandery's wedding licence</li> </ul>	December 2023	75% increase in wedding and other private hire bookings  The Commandery's wedding license renewal granted December 2023 with an expanded offer through licensing of the Solar Room  City's requirement for Public Liability Insurance for all hirers is still a barrier, but costs to hirers for taking this on via the City Council has been reduced. Further discussions on risk appetite required.	



**Report to: Joint Museums Committee, 7th March 2024**

**Report of: Head of Finance**

**Subject: End of Q3 Finance Report 2023/24**

## **1. Recommendation**

**1.1 That the Joint Committee reviews the financial monitoring details including budget variances for the period ending 31 December 23.**

## **2. Background**

2.1 This report provides information on the following:

- Year-end forecast as of 31 December 23
- Explanation of main variances
- Reserves

## **3. Information**

### **3.1 Q3 Revenue Budget Performance**

The forecast year-end performance at the end of Q3 is a surplus of £25,546, which will be transferred to the general reserve at year end.

### **3.2 Table 1: 2023/2024 Projected Outturn as of 31st December 2023**

<b>Worcester City Hosting</b>	<b>2023/24 Budget</b>	<b>Year End 2023/24</b>	<b>Variance</b>	<b>Variance %</b>
Museum and Art Gallery	242,862	253,729	10,867	4.47%
Commandery	131,538	128,221	(3,317)	-2.52%
Joint Museums Collections Team	103,963	95,745	(8,218)	-7.91%
Joint Museums Management Team	265,574	240,696	(24,878)	-9.37%
<b>Total (Surplus)</b>	<b>743,937</b>	<b>718,391</b>	<b>(25,546)</b>	<b>-3.43%</b>
Worcester City contribution	(550,027)	(550,027)	-	
Savings	16,840	16,840		
Worcester County contribution	(210,750)	(210,750)	-	
<b>Funding</b>	<b>(743,937)</b>	<b>(743,937)</b>	-	

3.3 **Table 2: Subjective Analysis 2023/24**

<b>Worcester City Hosting</b>	<b>2023/24 Budget</b>	<b>Projected 2023/24</b>	<b>Variance</b>	<b>Variance %</b>
Employees	785,064	779,894	(5,170)	-0.65%
Premises	980	850	(130)	-13.26%
Transport	1,380	812	(568)	-41.15%
Supplies & services	106,882	110,316	3,434	3.21%
Third Party payment	9,631	13,236	3,605	37.43%
Fees & Charges	(97,340)	(109,887)	(12,547)	-12.88%
Other Income	(62,660)	(73,028)	(10,368)	-16.54%
Grants & Contributions	(743,937)	(747,739)	(3,802)	-0.51%
Forecast year end surplus to general reserve		25,546	25,546	
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

3.4 **Table 3: 2023/24 Projected Outturn as of 31 December 2023**

<b>County Hosting</b>	<b>2023/24 Budget</b>	<b>Projected 2023/24</b>	<b>Variance</b>	<b>Variance %</b>
Hartlebury Operations	261,800	261,767	-33	- 0.01%

3.5 **Table 4: Subjective Analysis 2023/24**

<b>County Hosting - Hartlebury</b>	<b>2023/24 Budget</b>	<b>Projected 2023/24</b>	<b>Variance</b>	<b>Variance %</b>
Employees	278,510	273,323	(5,187)	-1.86%
Premises	2,550	2,560	10	0.39%
Transport	4,830	3,734	(1,096)	-22.69%
Supplies & services	41,430	61,726	20,296	48.99%
Income	(65,520)	(79,576)	(14,056)	21.45%
<b>Total</b>	<b>261,800</b>	<b>261,767</b>	<b>(33)</b>	<b>-0.01%</b>

Hartlebury Operations is hosted by the County Council.

3.6 **Explanation of major variances**

The variances at the end of Q3 reflect the strong performance of income-earning streams of work, alongside a small saving following one member of staff returning to work from maternity leave part-time for a short period.

3.7 **Surplus/deficit split**

Under the terms of the agreement, any variance to budget within 5%, will be transferred to the Joint Museum general reserve. The value of the general reserve at the end of Q3 was £191,470.



Amounts were designated from this reserve by the committee in June 2023 for the following purposes:

Worcestershire County Museum development £77,500  
Worcester Art Gallery & Museum development £63,500

### 3.8 Restricted Reserves

These funds are restricted to be used on specific projects and museum work: -

Project reserve is £92,876 at the end of Q3.

There have been no transfers from the project reserves in Q2 or Q3.

The 23/24 project expenditure is to be reviewed and the reserves transfers made.

<b>Project</b>	<b>Balance b/fwd 23/24</b>
<b>Commandery Arts project</b>	16,773
<b>Membership Scheme</b>	2,432
<b>Porcelain Commissions</b>	23,796
<b>What's on project</b>	1,820
<b>Volunteers at Home</b>	453
<b>Museums on the Move</b>	6,562
<b>Commandery Development</b>	14,830
<b>John Ellerman</b>	5,214
<b>Japanese Masters</b>	6,439
<b>Total</b>	<b>92,876</b>

**Ward(s):** All  
**Contact Officer:** Mark Baldwin – Tel 01905 722007  
 Email – [mark.baldwin@worcester.gov.uk](mailto:mark.baldwin@worcester.gov.uk)  
**Background Papers:** None

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**Report to: Joint Museums Committee, 7<sup>th</sup> March 2024**

**Report of: Museums Manager**

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**Subject: MUSEUMS WORCESTERSHIRE SERVICE PLAN 2024-25**

## **1. Recommendation**

**1.1 That the Joint Committee approve the service work plan for 2024-25.**

## **2. Background**

- 2.1 The Joint Museums Committee is required to approve an annual service work plan under the terms of the Museums Agreement.
- 2.2 The appended plan provides a detailed work programme for the forthcoming financial year based on the overall direction and strategic objectives within the strategic plan 2019-24. These are:
- *Develop the venues and collections for the future.* Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.
  - *Strengthen the core.* Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.
  - *Learn from our audiences and improve.* Respond to feedback and data to broaden our engagement and prioritise annual work programmes.
  - *Make a difference in our communities.* Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.
  - *Grow and diversify our funding and resilience.* Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.
- 2.4 Progress reports against the annual work plan are provided to members at each meeting, along with monitoring the PIs adopted by the committee. The plan also feeds into staff work plans and performance monitoring, through both local authority internal appraisal systems. The draft plan has been shared with all staff in the service.
- 2.5 Worcestershire Heritage, Art & Museums, the registered charity established to support the Museums Worcestershire museums, is currently developing a three-year strategy based around four main themes of support: the City's art collection, the other collections of both authorities, inclusion & education, and health & mental wellbeing. In addition, the charity oversees the restricted funds offered as significant donations, adopting a strategy for spend. The charity grant-funds the museum service on a project basis.

2.6 The Museums Accreditation Standard requires planning documents for the current and subsequent planning year, approved by the governing body. For the Museums Worcestershire museums, these requirements are met by the annual service plan and the 5-year strategic plan. The format used for the 24-25 Service Plan includes information about resources and staff to support meeting the standard.

### **3. Preferred Option**

3.1 The proposed 2023-24 Service Plan is appended to this report as an appendix.

### **4. Implications**

#### **4.1 Financial and Budgetary Implications**

The service plan is planned within the annual agreed core budget. It includes elements where external funding has been secured, and tasks that include the securing of additional funding. This may have an impact on the implementation and extent of that area of work and progress will be reported to the committee throughout the year.

#### **4.2 Legal and Governance Implications**

There are no legal or governance implications to the proposed work.

#### **4.3 Risk Implications**

Risks of Museums Worcestershire's work are assessed and monitored using both authorities' risk management procedures and systems. There are no significant additional risks to the proposed 24-25 service plan.

#### **4.4 Corporate/Policy Implications**

There are no corporate or policy implications to the proposed work.

#### **4.5 Equality Implications**

Equality implications will be assessed as appropriate using standard frameworks as each element of work progresses.

#### **4.6 Human Resources Implications**

Human resources implications of any area of work will be assessed and reported to Joint Museums Committee in separate reports.

#### **4.7 Health and Safety Implications**

Health and safety implications will be assessed as appropriate using standard frameworks as each element of work progresses.

#### **4.8 Social, Environmental and Economic Implications**

There are no negative social, environmental and economic implications to the proposed work. The extent of positive impacts will be measured and reported as part of Museums Worcestershire evaluation and monitoring.

**Ward(s):**

**All wards**

**Contact Officer:**

**Philippa Tinsley, Tel: 01905 25371, email:  
philippa.tinsley@worcester.gov.uk**

**Supporting document: Draft Museums Worcestershire Service Plan 2024-25**

# MUSEUMS WORCESTERSHIRE

## SERVICE PLAN 2024-25

Key Priorities	Actions			
	What	Milestones	Measures of Success	Resources

STRATEGIC AIM 1	Develop the venues and collections for the future. Work with visitors, stakeholders, funders and partners to grow an ambitious and sustainable service.			
1. Ambitious exhibitions and displays <ul style="list-style-type: none"> <li>Embed learning and evaluation from <i>Dame Laura Knight: I Paint Today</i> exhibition into future planning</li> <li>Redisplay and evaluate Worcester Art Gallery &amp; Museum main museum gallery working with local residents</li> <li>Develop Victorian spotlight exhibition at The Commandery</li> </ul>	Sept 24 March 25 Feb 25	Sustained positive visitor feedback Increased economic impact Success with grant funding	<i>Lead: Senior Curator</i>  <i>Core budget, Townsfund, Arts Council England (secured)</i> <i>Earned Income (unsecured)</i>	
2. Popular programming <ul style="list-style-type: none"> <li>Music evening event trialled at The Commandery</li> <li>Wychavon 50<sup>th</sup> anniversary marked at County Museum</li> <li>Events programme for museum members</li> <li>Adult talks programme at City sites strategy</li> </ul>	Sept 24 Sept 24 March 25 June 24	Increased visitor numbers Increased number of members Increased income and donations	<i>Leads: Commandery &amp; Hartlebury Manager, Museums Audiences Manager, Learning Manager</i>  <i>Wychavon grant (unsecured)</i> <i>Earned income (unsecured)</i>	
3. Support Military Museums Trusts with their planning for the new Worcestershire Soldier at The Commandery <ul style="list-style-type: none"> <li>Recruit project officer</li> <li>New hosting agreements finalised</li> <li>Property preparation and security complete</li> <li>Public consultation on designs</li> </ul>	April 24 Sep 24 Jan 25 Sept 24	Trusts able to progress to next phase of application with Heritage Lottery	<i>Lead: Commandery &amp; Hartlebury Manager</i> <i>City's Property and Legal teams</i>  <i>Townsfund (secured)</i>	
4. Improve visitor facilities at Worcester Art Gallery & Museum <ul style="list-style-type: none"> <li>Upgrade lift</li> <li>Refurbish toilets</li> <li>Plan new art gallery, with consultation on outline designs</li> </ul>	March 25	Improved visitor comments Increased visitor numbers	<i>Leads: Museums Manager, Senior Curator</i> <i>City's Property team</i>	

Key Priorities	Actions			
	What	Milestones	Measures of Success	Resources
				<i>Townsfund, UKSPF, donations (secured)</i>
5. Prepare towards the redevelopment of Worcestershire County Museum <ul style="list-style-type: none"> <li>• Submit Expression of Interest and Development Phase applications to the Heritage Lottery</li> <li>• Plan temporary facilities</li> <li>• Pilot wellbeing programming linked to social prescribing</li> </ul>	April 24/ Nov 24  Sept 24 Dec 24	Successful grant applications Take up from social prescribing	<i>Lead: Museum Manager            County's Property and Projects teams             Core budget, health grant (unsecured)</i>	
6. Integrate measures of environmental sustainability into procurement requisitions	Oct 24	Direction of travel can be measured	<i>Lead: Museums Manager             Core budget</i>	
<b>STRATEGIC AIM 2</b>	<b>Strengthen the core.</b>			
	Develop display and learning programmes and projects that identify, focus and promote the best of the collections, buildings and our expertise.			
1. Ensure the service continues to meet national accreditation standards and is in progress to meet designation (nationally important collections) standards <ul style="list-style-type: none"> <li>• Complete rationalisation review</li> <li>• Undertake County Museum security review</li> <li>• Review and update collection management policies and succession planning policy</li> <li>• Review Ellerman Foundation-funded programme for the County Vardo collection and plan integration into County Museum development</li> </ul>	March 25 Jan 25 Oct 24  Sept 24	Accreditation retained without interruption to service delivery	<i>Lead: Senior Curator,            Commandery &amp; Hartlebury Manager             Core budget</i>	
2. Review Commandery gardens <ul style="list-style-type: none"> <li>• Support garden volunteers through change</li> <li>• Develop additional public resources in the garden</li> </ul>	Nov 24 Feb 25	Increased volunteer hours Increased garden use by public	<i>Lead: Commandery &amp; Hartlebury Manager            City's Parks and Community teams</i>	

Key Priorities		Actions			
		What	Milestones	Measures of Success	Resources
					Core budget Earned income, grants (unsecured)
3. Review City's Natural History collection			Jan 25	Increased accessibility to researchers and public	Lead: Senior Curator  Core budget
<b>STRATEGIC AIM 3</b>	<b>Learn from our audiences and improve.</b> Respond to feedback and data to broaden our engagement and prioritise annual work programmes.				
1. Improve information supporting visitors and participants with disabilities <ul style="list-style-type: none"> <li>Review resources for children with special educational needs and disabilities</li> <li>Extend activities for SEND visitors</li> <li>Update access information at all sites, including visual stories</li> </ul>			Oct 24 March 25 Dec 24	Positive feedback from visitors with disabilities Increased staff skills and confidence	Lead: Learning Manager  Core budget Marches Network grant (secured)
2. Embed strategic audience development across the service <ul style="list-style-type: none"> <li>Audience development and access plan adopted</li> <li>Website aligned to audience strategy</li> </ul>			Oct 24 Feb 25	Increased number of first-time visitors Increased web users and web dwell time	Lead: Museums Audience Manager  Core budget
3. Art Gallery & Museum reviewed by Visit England mystery shopper <ul style="list-style-type: none"> <li>Improvement plan integrated into new galleries</li> </ul>			Jan 25	Visitor feedback on facilities	Lead: Senior Curator  Core budget
<b>STRATEGIC AIM 4</b>	<b>Make a difference in our communities.</b> Creatively use museums' unique assets to increase our users' wellbeing and contribute to the economic development of the city and county.				
1. Reach more children through the museum learning and community programmes				Increase in schools visiting for the first time	Lead: Learning Manager



Key Priorities	Actions			
	What	Milestones	Measures of Success	Resources
<ul style="list-style-type: none"> <li>Develop a school visit bursary scheme to support schools with high measures of deprivation to visit the County Museum</li> <li>Extend the Holiday Activities and Food scheme for children eligible for free school meals</li> <li>Review opportunities for early years children and put in place an action plan for each site</li> </ul>	<p>March 25</p> <p>Dec 24</p> <p>Nov 24</p>	<p>Increase in number of schools visiting</p> <p>Wellbeing measure of participants</p> <p>Increased number of children participating</p>	<p><i>Core budget</i></p> <p><i>WHAM grant (secured in principle)</i></p> <p><i>Marches Network grant (secured)</i></p> <p><i>HAF grant (unsecured)</i></p>	
2. Embed volunteering opportunities into upcoming development plans at all sites	Nov 24	<p>Increased volunteer hours</p> <p>Wellbeing measure</p>	<p><i>Lead: Learning Manager</i></p> <p><i>Core budget</i></p>	
<b>STRATEGIC AIM 5</b>	<b>Grow and diversify our funding and resilience.</b>			
	Maximise the potential of our resources to develop new, and further strengthen existing sources of revenue.			
1. Develop individual giving to the museums <ul style="list-style-type: none"> <li>Support Worcestershire Heritage, Art &amp; Museums with strategy for support and publicity to reach new potential donors</li> <li>Move membership sales and renewals online</li> </ul>	<p>Oct 24</p> <p>March 25</p>	<p>Increased donations to WHAM</p> <p>Increased grant funding from WHAM</p> <p>Increase in museum membership</p>	<p><i>Lead: Museums Audiences Manager</i></p> <p><i>Corebudget</i></p>	
2. Use experience from Commandery to diversify income streams at the Art Gallery & Museum <ul style="list-style-type: none"> <li>Income plan aligned to upcoming developments</li> <li>Secure next Balcony café lease</li> <li>Review feasibility and business plan for any ground floor use</li> <li>Group tours offer developed</li> <li>Location filming promoted</li> </ul>	<p>July 24</p> <p>Jan 25</p> <p>March 25</p> <p>Dec 24</p> <p>March 25</p>	<p>Increased income</p> <p>Increased visitor numbers</p>	<p><i>Lead: Museums Audiences Manager</i></p> <p><i>Core budget</i></p>	

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**Report to: Joint Museums Committee, 7<sup>th</sup> March 2024**

**Report of: Museums Manager**

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**Subject: ART GALLERY AND MUSEUM DEVELOPMENT**

**1. Recommendation**

**That the Joint Committee**

- 1.1 note the progress on planned developments at Worcester City Art Gallery and Museum, including with the Worcestershire Soldier display; and**
- 1.2 approve the use of the museum general reserves already designated for Worcester City Art Gallery and Museum development to add capacity to the museum team to support the development plans.**

**2. Background**

- 2.1 Museums Worcestershire's Strategic Plan 2019-24 recognises the need to plan for significant improvement and development to the museums.
- 2.2 Worcester Art Gallery & Museum brings visitors to Worcester from across the country to visit its temporary exhibition programme. In recent years this has developed as a significant strength of the museum service and brought £1.5 million pounds of secondary spend to local businesses in 2022-23. However, the building infrastructure and the rest of the museum offer has not kept pace with the development of the exhibition programme and limits its success. Sustained work has been undertaken to plan wider development for the museum.
- 2.3 In June 2022, this committee noted investment from the Townsfund to support the development of a new Worcestershire Soldier display at The Commandery. The Mercian Regiment Museum (Worcestershire) Trust and the Worcestershire Yeomanry Museum Trust in partnership, supported by Museums Worcestershire, have recently been successful in achieving a £243,200 grant from the National Lottery Heritage Fund to develop this project. This is an ambitious project to create a new exhibition with an emphasis on enhanced storytelling, more opportunities for volunteering, lifelong learning and community engagement, alongside a focus on more inclusion and greater wellbeing for local people. The ambition of the project means that the new display at The Commandery will launch in 2026-27, with the current Worcestershire Soldier display remaining at the Art Gallery & Museum until 2025-26. A new display aimed at families and spotlighting Worcester's Victorian history will run at The Commandery from early 2025 until the new Worcestershire Soldier is ready to be installed.

- 2.4 Following the dismantling of the Worcestershire Soldier display at the Art Gallery & Museum, a new permanent art gallery will be created to display the City's art collection, currently usually held in store. Gaps in the collection are being developed with the support of a gift from Professor Olsen, this work being overseen by the Worcestershire Heritage, Art & Museums charity.
- 2.5 The charity has recently confirmed a second significant donation and is working with Museums Worcestershire and the donor to outline a strategy to invest in the development of the wider suite of galleries that will be vacated by the Worcestershire Soldier. This funding will enable a focus on Worcester's history as a centre of design and technology training and will include new displays about the city's glove-making industry (the City's important collection of gloves and glove-making being in store) and a programme focused on engaging and supporting young people.
- 2.6 The committee noted in November 2022 investment from the UK Shared Prosperity Fund to improve visitor facilities at the Art Gallery & Museum. This work will be undertaken, commissioned by the council's property team, in 24-25.
- 2.7 The committee also noted in June 2023 success in funding from Arts Council England to improve the activity space and museum history displays in consultation with community groups. This work is underway and will be completed by March 2025.
- 2.8 Using funding from West Midlands Museums Development, Museums Worcestershire recently commissioned a feasibility study into commercial opportunities for the Art Gallery & Museum building. This will feed into Museums Worcestershire's strategic planning and inform the detailed implementation of the above developments at the Art Gallery & Museum.
- 2.9 In June 2023, this committee designated £63,500 from the museums' general reserve to be used for Worcester Art Gallery & Museum development, but the specific use of these funds is not yet agreed.

### **3. Preferred Option**

- 3.1 Although the Townsfunding includes some project support, this level of additional capital development at the Art Gallery & Museum requires more capacity within the museum team for a longer period.
- 3.2 In January 2019, this committee approved a secondment arrangement backfilling the Social History Curator and Commandery Manager. This arrangement created capacity to co-ordinate of the Glove Affair project (working with the glove collections) and now the Museums Voices project (redisplaying the history gallery) and has worked very successfully.
- 3.3 It is proposed to extend this arrangement, using the designated reserve noted in 2.9 above, until March 2027 to enable the co-ordination of the proposed new displays of the glove collection.

### **4. Alternative Options Considered**

- 4.1 Capacity could be redirected from the temporary exhibition programme towards these capital developments. This would mean a reduction in programming and a knock-on impact on income.

- 4.2 This level of success in funding could be paused or halted altogether, and funding returned. This would have an impact on visitor enjoyment of the building and repeat visiting. There is no guarantee that funding would be available at a later date.

## **5. Implications**

### **5.1 Financial and Budgetary Implications**

The funding outlined in this report is all now secured. Development and implementation needs to be co-ordinated.

### **5.2 Legal and Governance Implications**

Worcester City Council's legal team are supporting legal frameworks required by the capital projects particularly with the new hosting agreements with the military museum trusts.

### **5.3 Risk Implications**

There is a risk that the ambitions of development impact on other priorities at the city, particularly when partnerships are key to success. This should be set against the risk that as facilities continue to age and deteriorate, current strong performance cannot be maintained. Regular reporting to the Joint Museums Committee will be continued, so that they can keep a close oversight of this risk.

### **5.4 Corporate/Policy Implications**

It is not believed that there is a corporate or policy implication of these developments.

### **5.5 Equality Implications**

There are no identified equality implications to the information in this report. Equalities impact assessments will be undertaken as part of each detailed planning stage.

### **5.6 Human Resources Implications**

Extending the existing successful arrangement will minimise the additional HR work required.

### **5.7 Health and Safety Implications**

As with all capital projects, Worcester City Council will ensure that H&S is considered as part of the project planning and tendering of contracts.

### **5.8 Social, Environmental and Economic Implications**

The work outlined in this report will improve both City museums. This will enhance the tourism offer, promoting the economic status of the city, and will improve social outcomes for residents.

**Ward(s):**

**All wards**

**Contact Officer:**

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**Background Papers:**

**None**

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**Report to: Joint Museums Committee, 7 March 2024**

**Report of: Museums Manager**

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**Subject: JOINT MUSEUMS COMMITTEE WORK PROGRAMME**

**1. Recommendation**

**1.1 That the Joint Committee note its future work programme and consider whether there are any additional matters it would wish to be incorporated.**

**2. Background**

2.1 In order to allow the Joint Committee to manage its future work programme, a list of anticipated items for 2024-25, as set out in the rolling agenda managed by Worcester City Council Democratic Services team, has been included in section 3 below.

2.2 The Museums Worcestershire Strategic Plan 2019-24 was adopted in June 2019, and reviewed at a Committee workshop in January 2022. The programme of reporting and decisions required to fulfil the Strategic Plan is included in this work programme. A workshop to consider the next Strategic Plan for the service is planned and will inform the committee's work programme from 2025 onwards.

2.3 Arts Council England have recently decided to extend the current funding of their National Portfolio Organisations to 2027 (from 2026). None of the Museums Worcestershire museums is currently in the portfolio, but the current strategic plan includes a review to apply. Applications to the portfolio will now fall into Museums Worcestershire's next strategic plan and so it has been postponed from the committee's immediate work programme.

2.4 Members of the committee should consider if they would like to add any additional items to the work programme over the upcoming year.

**3. Information**

3.1 6 June 2024, at The Commandery. The meeting to cover:

- 1) Election of Chair and Appointment of Vice Chair
- 2) 23-24 Annual Review and Performance
- 3) Finance 4<sup>th</sup> Quarter Monitoring Report
- 4) Worcestershire County Museum Development
- 5) Accreditation and Designation

6) Joint Museums Committee Work Programme

3.2 Provisionally 10<sup>th</sup> October 2024, venue to be confirmed. The meeting to cover:

- 1) 2023-24 Quarter 1 Performance
- 2) Finance 1st Quarter Monitoring Report
- 3) Tickenhill Trust Annual Report
- 4) 2025 Fees & Charges
- 5) Budget (if required)
- 6) Strategic Plan 2025-2030
- 7) Audience Development and Access Plan
- 8) Joint Museums Committee Work Programme

3.3 Provisionally 6th March 2025, venue to be confirmed. The meeting to cover:

- 1) 2024-25 Quarters 2 & 3 Performance
- 2) Finance 2<sup>nd</sup> & 3<sup>rd</sup> Quarters Monitoring Report
- 3) 2025-26 Service Plan
- 4) Fundraising Charity's Annual Priorities
- 5) Development update for Worcester Art Gallery and Worcestershire County Museum
- 6) Learning Service
- 7) Joint Museums Committee Work Programme

**Ward(s):** All wards  
**Contact Officer:** Philippa Tinsley, Tel: 01905 23571, Email: Philippa.tinsley@worcester.gov.uk  
**Background Papers:** None